



Jan 1st, 12:00 AM

06. Management

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University of Central Oklahoma, "06. Management" (2014). *Oklahoma Research Day Abstracts*. 6.
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Abstracts from the 2014 Oklahoma Research Day

Held at the University of Central Oklahoma

01. Business Administration

06. Management

01.06.01 The Sandwich Feedback Method: Not Very Tasty

Clarence, Von Bergen , Kitty Campbell, Martin Bressler, Sarah Roberts

Southeastern Oklahoma State University

When correcting employee behavior and providing negative performance comments, managers are often encouraged to begin with something positive and are frequently instructed to use the “sandwich method” in which one inserts (or sandwiches) criticism between two positive remarks. Although offered by many well-intentioned management trainers and organizations as an effective and humane way for bosses to communicate how badly an employee is doing something, this commonly used method may be undermining both the supervisor’s feedback and the relationship with their workers. After reviewing this method of corrective guidance, the authors discuss why leaders use the sandwich approach, the problems presented by this technique, and then offer an effective alternative procedure managers can use to address problematic workplace conduct.

01.06.02 MGMT 4813: Course Redesign To Provide Students With a Transformative Learning Experience

Lalit, Manral

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The objective for redesigning the capstone course, MGMT 4813, Strategic Management, is to provide the students with a transformative learning experience through both curricular and extra-curricular activities. To achieve the above objective MGMT 4813 will have to be converted into an innovative, interdisciplinary, case- and project-based capstone course. The redesign efforts are motivated by my [subconscious] theory of instruction developed over the last several years. The redesigned course will provide students with two types of hands-on experience with theories. First, the proposed inductive course architecture will involve students in the process of theory building. Second, the proposed deductive course architecture will involve the students in the process of theory improvement. The redesigned course proposes a new capstone experience that provides three-stage transformative learning. First, the redesigned capstone will provide a transformative learning experience to students who take the course for academic credit. Second, the redesigned capstone will lay the foundation for a voluntary transformative learning opportunity whereby students who have already taken the capstone can participate in an academic internship program. Third, the redesigned capstone will provide the basis for various transformative learning experiences through extra-curricular activities.

01.06.03 Preparing Our Students for Their Futures: Sustainability in the University and Colleges of Business

Cuong, Doan , John Camey, Kimberly Merritt, Suzanne Clinton

University of Central Oklahoma

As sustainable practices are becoming an expectation for educational institutions, Business Schools might have questions concerning incorporation of sustainability and preparation for graduates to meet the sustainability challenge. Conducted by a panel of experienced professors and students in business and management, this poster aims to emphasize the importance of sustainability in education and to provide recommendations for campuses to implement sustainability. By studying numerous articles and reports, this project provides important concepts related to sustainability such as exhaustible resources, intergenerational equity, and sustainable development. The project also explores the need for sustainable development and the challenges faced in obtaining it. As an example of a higher education institution that is establishing a sustainable learning environment and preparing students for the future, the University of Central Oklahoma has taken actions such as recycling, using clean energy, 100 percent usage of wind power, using biodiesel for campus vehicles, promoting green rides, and preservation of resources to incorporate sustainability into its daily operations. Information on these actions and its results are also provided in this project.

01.06.04 Supplementing Student Learning with BOOKS

Kim, Pham , Abbie Lambert, Lee Tyner, Robert EpsteinSuzanne Clinton

University of Central Oklahoma

As America's universities advance the use of technologies, including learning management systems, videos, PowerPoint, "clickers," and virtual classrooms, students may become over sensitized and yearn for a missing component: The focused study of reading a book. This research includes four professors who have incorporated (auto) biographies, practitioner books, and novels to support the growth and development of students' study of human resource management topics, leadership, small business, and entrepreneurship. The findings include publication opportunities, integrating the books to various courses, and successes and failures of this return to classic education. In short, the utilization of (auto) biographies, practitioner books, and novels inside the classrooms fosters students to think critically. While autobiographies help reveal a great deal of information about the students to not only the teachers and other students, but also to themselves, literature provides a means for students to develop their personal judgment, characteristics, and relationships. In other words, the stated materials assist students in their involvement both inside and outside classrooms because it is no secret that students who take an active role in the classroom retain more of the information for longer periods of time.

01.06.05 Relationship Between Gender And Work Related Attitudes: A Study Of Temporary Employees

Jeffrey, Slattery

Northeastern State University

In the context of temporary employment, an important area for research is in the realm of the relationships between demographic factors and employee attitudes. Although organizational researchers have conducted research investigating the relationship between gender and employee attitudes, few investigations have been performed that examine the relationship when it pertains to temporary employees. Our research objective is to address this gap in the research by examining the relationship between gender and employee attitudes in the context of temporary employees. It is important to examine temporary work from a gender perspective because temporary work arrangement seems to have the highest concentration of women. In addition, the issue of gender role may become salient in relation to work related attitudes associated with the nature of temporary employment. The results of this study indicate that, in relation to the client organization, there were significant main effects of gender on job satisfaction, organizational commitment, and turnover intention. Female temporary employees were more satisfied with their jobs, more committed to their client organizations, and had lower intention to quit at their client organizations. These results are consistent with gender role theory that suggests that men and women may have different responses to working conditions at their workplace.

01.06.06 Does Gender Matter? Follower's Gender Effects on Authentic Leadership.

Lan, Pham , Victoria McKee

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This research studies the effect of gender on authentic leadership. This project would further investigate gender differences, which research indicates have an effect on the perception of authentic leaders. The proposed hypothesis will be tested using Qualtrics as a delivery tool surveying students in leadership-related classes. The participants' demographic information will vary among ages, genders, classifications in the university, and work experience. The use of scenarios throughout the survey allows for an investigation of the participants' perception of the leader and if the participants' gender affects their answer. If there is a difference, then the goal is to identify where and how both genders affect authentic leadership. This investigation would help the field of research clarify the relationship between followers' gender and authentic leadership because gender is normally assumed to not affect followers' outcomes.

01.06.07 Evaluation of the Feasibility of Establishing a Student Consulting Organization at the University of Central Oklahoma

Duong, Dang

University of Central Oklahoma

The project's goal is to provide UCO students the opportunities to have valuable real-world experience while adding value to local firms as the clients through consulting agreements. The scope of the project is narrowed to companies located in the OKC metro area. Among the first steps are to gather data about those companies and to evaluate their needs for consulting services as potential future clients. Mergent and Reference USA online databases were used to collect data of all companies in the OKC metro area. The companies are filtered at having annual revenues of more than \$1 million, and the search result yielded more than 9,000 records. The collected data consist of the company name, its executive's name, company address, SIC and NAICS codes, website, and sales volumes. After the data is collected, a database would be created to store it and conveniently query for meaningful information. To date, the database of all companies in the OKC metro area that have more than \$1 million in annual sales have been collected. Several SQL queries in the database are also included for other users to look up information more easily. More company data from other databases, such as the Oklahoma Employment Security Commission, would need to be gathered. Later on, the databases would expand to include all the potential companies in other major cities, to make a more complete future customer base for the project.

01.06.08 Safety Training Videos

Michael, Turner , Bowen Mark, Butler Bridgette, Carter Adam Katy Ellis, Perrin Kelsey

Northeastern State University

The Northeastern State University student chapter of the American Society of Safety Engineers (ASSE) works closely with the Safety Services department of the university. The Safety Services department used to have safety training videos that it used to train all new hires for Physical Plant and for recurring training. These videos became outdated and were no longer compatible with current software used by the university. Our student chapter has volunteered to produce several new safety training videos covering such topics as Lock Out/Tag Out, the proper use of Personal Protective Equipment and others. This applied research will benefit the university and its employees and will provide the students an opportunity to practice what they have learned in the classroom in a practical, real world environment.